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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

**MONTHLY REPORT: NOVEMBER 2011**



**DECEMBER 15, 2011**

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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC NORTH

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## ABBREVIATIONS & TERMS

AO	Assistance Objective
AOR	Area of Responsibility
ACSS	Afghanistan Civil Service Support Program (USAID)
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
APPF	Afghan Public Protection Force
ASI	Afghanistan Stability Initiative (USAID / DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID/ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoS	Department of State (United States)
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EMP	Environment Management Plan
FAF	Foreign Assistance Framework
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association
IDLG	Independent Directorate of Local Governance
IED	Improvised Explosive Device (also known as BB, VB)
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LOP	Life of Project
MAS	Modernized Accounting Systems
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MMCBP	Municipal Management and Capacity Building Plan
MTL	Municipal Team Leader

MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
PBB	Performance Based Budgeting
POP	Period of Performance
PRT	Provincial Reconstruction Team
PPCEP	Public Participation and Citizen Engagement Program
RAMP UP program)	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SDIP	Service Delivery Improvement Plan
SMAP	Strategic Municipal Action Plan
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
STTA	Short term Technical Assistance
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

## Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalanter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>mustoufiat</i>	Sub national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>moqarara</i>	Regulation
<i>zarang</i>	motorized rickshaw





## **ABOUT RAMP UP NORTH**

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

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## EXECUTIVE SUMMARY

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was established with the purpose of creating effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

In the month of November, RU-N activities focused mainly on finalizing the scopes of work (SOWs) for the Sustainable Service Delivery Improvement Projects in 8 municipalites, as well as preparing the requests for proposals (RFPs) once approval for projects was attained.

In addition, this month, the RU-N embedded teams focused their attention on finalizing the draft Municipal Management and Capacity Building Plans (MMCBPs). The drafts were then taken to municipal officials for feedback. By mid-December, the plans are expected to be finalized.

The RU-N civil society team was very active in November conducting several meetings with Service Delivery Advisory Groups (SDAGs), women's groups, and municipal officials focusing on a) final project planning, b) preliminary sustainability discussions and c) increased women participation. In addition, the team collected data for the Aybak Central Park Improvement Project Report Cards (see Appendix B: Aybak Citizen Report Card Results), where nearly 79% were pleased with the park improvements and no negative reports.

Finally, the RU-N/Mazar team prepared materials and facilities for the RU-N new work plan retreat for all field staff. The retreat will take place on December 7 – 8, 2011.

## PROGRAMMATIC HIGHLIGHTS

- Sustainable Service Delivery Improvement Projects in 6 communities (with Aybak moving to completion) reached the end of the planning phase with the submission of most of the SOWs for approval. 2 communities are still in project planning phase.
- As the Aybak Central Park Improvement Project neared completion, citizen report cards were gathered through an RU-N survey process.
- The drafts of the Municipal Management and Capacity Building Plans (MMCBPs) were prepared and ready to be presented to municipal officials and Public Administration Advisory Groups (PAAGs) for feedback.
- Citizen engagement activities increased in November with five regular SDAG meetings along with several other meetings involving SDAG members or women's groups.

## HIGHLIGHTS BY MUNICIPALITY

In this section, a particular activity or notable event that took place during the reporting period is highlighted for each of the nine municipalities.

- 1) Aybak—Citizens weighed in on their level of satisfaction with the progress on the Central Park Improvement Project, and the results indicated a high level of satisfaction with work completed so far, as well as increased confidence in the Municipality's ability to provide quality services in the future.
- 2) Faizabad—RU-N staff reviewed the sustainability worksheet for the Trash Collection Project with SDAG members and explained the importance of citizens' contributions via *Safayi* tax to

sustain the project long term. SDAG members agreed to cooperate in encouraging citizens to pay *Safayi* taxes by signing the Transparency and Sustainability Pledge.

- 3) Kunduz—The final SOW for the selected Sustainable Service Improvement Project was approved and signed by SDAG members and municipal officials on November 16. The trash collection project was subsequently approved and is ready to enter the procurement phase.
- 4) Maymana—The RU-N Gender Officer met with the SDAG Secretary in Maymana on November 24 to discuss establishing a women's SDAG. There are more than 15 women currently on the list of Maymana SDAG members.
- 5) Mazar-e-Sharif—On November 3, the Mazar-e-Sharif advisors met with the Municipal Procurement Manager to gather information on the municipal procurement process. He requested capacity building and guidance from RU-N in terms of meeting national standards for RFQs. As the Mazar-e-Sharif District 5 trash collection project was approved, RU-N advisors will conduct project-based training on the procurement process in December.
- 6) Pul-e-Khumri—The Pul-e-Khumri SDAG met to discuss the SOW for the trash collection project and its sustainability. All attendees signed the Transparency and Sustainability Pledge and agreed to cooperate to ensure that the project is sustained long term.
- 7) Sar-e-Pul—On November 23, 35 SDAG members (22 men and 13 women) met for their regular monthly meeting. RU-N advisors reiterated the roles of the SDAG members and participants raised citizen concerns (such as the lack of sidewalks along main streets) for the Mayor to address. The Mayor urged the SDAG members to communicate with citizens regarding their role in financially supporting services through paying taxes.
- 8) Sheberghan—The SDAG met on November 13. Twenty members attended the meeting to discuss the trash collection project selected by the community. RU-N advisors provided an update on the status of the project and stressed the role of the SDAG as an advisory body for the Mayor on all citizen concerns and not only for improving the trash collection service.
- 9) Taloqan—On November 29, the Mayor called a meeting of the SDAG to discuss several issues with its members. RU-N staff facilitated the event based on an agenda prepared by the mayor. This is one of the first instances where the Mayor has shown that he values the group as a true advisory body, and takes initiative in seeking their feedback on important municipal issues such as security, markets and level of cleanliness.



*The Sheberghan Deputy Mayor offered an opinion at the SDAG meeting on November 13, 2011.*

# PROGRAMMING ACTIVITIES

## CITIZEN ENGAGEMENT

### Service Delivery Advisory Groups

In the month of November, several regular Service Delivery Advisory Group (SDAG) meetings took place. In addition, RU-N advisors met with SDAG members to get approval or feedback on various issues related to the Sustainable Service Delivery Improvement Projects. Finally, RU-N advisors met with other beneficiary groups, such as officials from the Department of Women's Affairs to encourage women's participation in municipal decision-making.

In terms of regular SDAG meetings, there were five in November including meetings on November 13 in Sheberghan; on November 14 in Pul-e-Khumri; on November 16 in Aybak; on November 23 in Sar-e-Pul; and November 29 in Taloqan. Some details of the meetings are listed below:



*A member of the Pul-e-Khumri SDAG offered suggestions at the SDAG meeting on November 14, 2011.*

- In Sheberghan, the 20 attendees included 15 men and five women, and the main topic of discussion was an update on the trash collection project. RU-N advisors stressed the role of the SDAG as an advisory body for the Mayor on all citizen concerns and not only for improving the trash collection service.
- In Pul-e-Khumri, the SDAG met to discuss the scope of work for the trash collection project and project sustainability. All attendees signed the Transparency and Sustainability Pledge and agreed to cooperate to ensure that the project is sustained after RU-N assistance ends.
- In Aybak, the Mayor updated citizens on the progress of the Central Park improvement project. RU-N advisors also reminded the SDAG of their role in terms of monitoring the service in the future and communicating issues to the Mayor directly. Also, on November 28, eight SDAG members (five men and three women) met to approve a change order for the construction of the park. SDAG members have been involved in the ongoing monitoring of the park construction.
- Thirty-five members (22 men and 13 women) of the Sar-e-Pul SDAG met on November 23 for their second regular meeting. RU-N advisors reiterated the roles of the SDAG members and participants raised citizen concerns (such as the lack of sidewalks along main streets) for the Mayor to address. The Mayor urged the SDAG members to communicate with citizens regarding their role in financially supporting services through paying taxes.
- The Mayor prepared an agenda for the Taloqan SDAG, and several issues were addressed during the meeting on November 29. The agenda included: 1) a report on the level of cleanliness in the

city and how to improve upon it; 2) a security briefing; 3) establishment of three new bus stations to reduce traffic congestion; and 4) the opening of new stores/markets. The Mayor expressed his concern that the public was not engaged enough in municipal decision-making and urged the SDAG to assist him in increasing public awareness.

In addition to the regular SDAG meetings, RU-N advisors worked to engage various citizen groups in municipal affairs. For instance, on November 16, the RU-N civil society advisors conducted surveys in Aybak to gauge citizens' level of satisfaction with the ongoing Central Park improvement project. Results of the citizen report cards were analyzed and data is summarized in the charts in Appendix B: Aybak Citizen Report Card Results of this report.

On November 22, RU-N advisors met with the Head of District 2 in Pul-e-Khumri to discuss a plan to establish *gozar* committees to monitor the implementation of the trash collection project. These committees will consist of community leaders, including women when possible, and *kalanter*s and *mullah*s.

Also in Pul-e-Khumri, on November 22, RU-N advisors met with the Secretary of the SDAG and the Acting Director and the Protection Manager of the Department of Women's Affairs (DoWA). Through this meeting, RU-N advisors learned that there are 16 women who meet regularly at the DoWA and that these women may be interested in involvement with the SDAG.

On November 23, representatives from the Women's Empowerment Center in Taloqan met with RU-N advisors to discuss mechanisms for supporting women business owners. RU-N advisors suggested that the center coordinate with the SDAG when delivering citizen concerns to the Mayor.

On November 28, nine men and four women from the Faizabad SDAG met with RU-N advisors to review the sustainability worksheet for the Trash Collection Project. Once SDAG members understood their roles in supporting the sustainability of the project, they signed the Transparency and Sustainability Pledge.

The RU-N Gender Officer met with the SDAG Secretary in Maymana on November 24 to discuss establishing a women's SDAG. There are more than 15 women currently on the list of Maymana SDAG members.

The RU-N civil society team was very active during November and will work off that momentum to ensure increased citizen participation in municipal decision-making, monitoring of service delivery, and communicating citizens' concerns to the mayors and other municipal officials.

The RU-N Communications Department has also been conducting interviews of SDAG members after the various meetings to learn more about why citizens joined the SDAG and what they hope to gain from their involvement. Excerpts from these interviews can be found in Appendix C of this report. (See Appendix C: SDAG Member Interviews—In the Words of Citizens)

## **SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS**

During November, the first round of the Sustainable Service Delivery Improvement Projects approached the implementation phase in most municipalities. Municipal officials and SDAG members signed off on the final SOWs in Taloqan (November 13), Sar-e-Pul (November 14), Pul-e-Khumri (November 15), and Kunduz (November 16).

In Maymana, the project was re-scoped after meetings with the Mayor, the Governor, and SDAG members. A new priority, renovation of a women's park, was chosen and on November 13, the Municipal Engineer surveyed the park to help determine the needs for the project. On November 22, the RU-N Chief of Party (COP), Senior Governance Advisor, a USAID representative, municipal and provincial officials, and citizens met to discuss the re-scoping of the project and to clarify the contributions of RU-N.



On November 17, the Communications Plans, Monitoring Plans, and Project Implementation Plans were developed for the trash collection projects in both Faizabad and Pul-e-Khumri. In addition, RU-N



*The RU-N MTL in Pul-e-Khumri assisted municipal officials in developing a trash collection schedule on November 28, 2011.*

advisors assisted in developing the trash collection schedules in Taloqan (November 21), Pul-e-Khumri (November 28 – 29), and Kunduz (November 29).

On November 28, RU-N advisors met with the Mayor of Sar-e-Pul to clarify the Municipality's contribution to the Park Improvement Project. The Mayor requested time to estimate the costs of the Municipality's contributions and subsequently agreed to the additional Municipality contributions of demolishing the floor of a viewing platform and painting boundary lines on sports fields.

Finally, RU-N advisors in Faizabad assisted municipal officials in planning a *hashar* (call to public service) for the initial clean-up phase of the Trash Collection Project. *KalanTERS* will be tasked with conducting the *hashar* and calling on citizens to volunteer.

## **SERVICE DELIVERY IMPROVEMENT PLANS**

Concurrent with the implementation of the Service Delivery Improvement Projects, RU-N has introduced the concept of service delivery improvement planning. These modestly-scaled Service Delivery Improvement Plans (SDIPs) will serve as a foundation for benchmarking service improvement goals, citizen monitoring efforts, and sustainability efforts.

In alignment with the adjustments to the Sustainable Service Delivery Improvement Projects and development of the revised work plan, the process for these plans was reinterpreted. As opposed to developing a full SIDP for the entire municipality, a Service Delivery Improvement Plan will be developed for each specific project, intended to address service delivery concerns for one aspect of certain sector (mostly trash collection service), such as a single district or equipment need (trash bins, etc). These project-based SDIPs will be drafted collaboratively with the Mayor, municipal staff and the Service Delivery Advisory Groups, with as needed technical assistance from RU-N experts. The draft plans will be made available to citizens, for feedback and approval, through public meetings with community beneficiaries. In turn, beneficiary approval of the SDIPs seeks to increase sustainability through citizen collaboration and buy-in.

In the first round of projects, a full SDIP was developed in Mazar-e-Sharif, based on the District 5 trash collection project (see Appendix A: Service Delivery Improvement Plan Sample). The drafting of this SDIP served as a trial, and in the next round of projects, all municipalities will draft similar plans. During the first round, embedded advisors are assisting the other eight municipalities in completing a partial SDIP.

During the month of November, RU-N embedded advisors continued to work with municipal officials in developing the concept documents for subprojects. These documents contain sections on the following: a problem statement, project objectives, project description, potential revenue generation, beneficiary

groups and key stakeholders, and a plan for sustainability. By completing the project concept documents, the municipal officials have, in effect, completed a partial SDIP.

The remaining part of the SDIP, which will be completed in the next round of projects, is a table outlining the current conditions of the service, the desired outcomes of the project, and the indicators that will be used to measure the outcomes. The areas to be measured and assessed by the SDIP include quality of service, quantity/frequency of service, the cost of service to citizens, reliability of service, civil society/women/youth/business community engagement, openness and transparency, sustainability and adequacy of funding, communications with citizens, and redress/complaint resolution.

## **MUNICIPAL MANAGEMENT AND CAPACITY BUILDING PLANS**

The RU-N Internal Survey serves as the starting point for a collaborative process to identify capacity-building needs within the Mayor's Office, and to develop Municipal Management and Capacity Building Plans (MMCBPs) to address these concerns. Using the Internal Survey results and direct engagement with the Public Administration Advisory Groups (PAAGs), the Plans will be tailored to suit the specific needs of each municipality.

The five to 15-member PAAGs, comprised of the Mayor's key departments heads and advisors, work collaboratively with RU-N staff to coordinate capacity-building programming in each municipality. Specifically, the Public Administration Advisory Groups are responsible for working with RU-N staff to: 1) develop and draft the Municipal Management and Capacity Building Plans; 2) design and deliver practical capacity building programs and activities within the municipality; 3) assess the municipality's operating systems for future improvement and/or development of standard operating procedures, performance-based budgeting systems and practices, and modernized accounting systems; and 4) analyze and make recommendations regarding optimal organizational structures, functions, and staffing levels for the municipality.

During the month of November, capacity-building activities took place in preparation for the finalization of the MMCBPs. Several examples are listed below:

- On November 3, the Mazar-e-Sharif advisors met with the Municipal Procurement Manager to gather information on the municipal procurement process. Although the Manager stated that the department operates in alignment with national procurement law, he produced municipal documents showing the opposite. He then requested capacity building and guidance from RU-N in terms of meeting national standards for RFQs. A similar meeting took place on November 15 in Sheberghan where RU-N advisors gathered information on the municipal project management cycle in order to develop functional training materials for municipal officials.
- Also on November 3, the Sar-e-Pul advisors met with municipal staff to assist them in developing a *tashkeel* (organizational chart). The Municipal Administration Manager requested assistance from RU-N to develop the chart in order to identify gaps and vacancies in municipal staff.
- The Sar-e-Pul advisors also met with the Municipal Finance Manager on November 13 to clarify the municipal budgeting process. The information gathered will be used to develop functional training materials on budgeting for municipal officials. A similar meeting took place in Taloqan on November 15.

- On November 14, advisors met with the Mazar-e-Sharif Construction Department Manager to review and map the municipal project management cycle.
- RU-N advisors in Faizabad met with the Municipal Administration Manager and the Municipal Finance Manager to discuss and map the budget preparation cycle. Similar meetings took place in Mazar-e-Sharif and in Pul-e-Khumri on November 21 and 22 respectively.
- On November 23, the RU-N Training and Methodology Director and advisors met with the Head of District 5 of Mazar-e-Sharif to discuss Standard Operating Procedures (SOPs). The RU-N advisors gathered information on SOPs related to such areas as taxing, work permits, and business licensing so that they can develop training materials in line with the current processes used in the Municipality.
- In Sheberghan RU-N staff and the PAAG met on November 23 to review the draft MMCBP and they agreed that the plan would serve as their main resource for capacity building activities.
- On November 30, RU-N advisors in Pul-e-Khumri met with officials from the Municipal Revenue Department to identify gaps and deficiencies in the current revenue generation mechanisms and to make a plan for future on-the-job training (OJT) to assist municipal staff in improving in this area.



*RU-N advisors discussed Mazar-e-Sharif SOPs with the Head of District 5 on November 23, 2011 to determine capacity building needs.*



## PLANNED DECEMBER ACTIVITIES

During December, the RU-N project will increase its efforts to complete the MMCPBs and to finalize and submit proposals for the first round of Sustainable Service Delivery Improvement Projects. In addition, the Civil Society Advisors will continue their efforts to communicate with SDAGs and increase their participation in local decision-making.

Planned activities include:

- On December 7 – 8, RU-N Senior Management will hold a retreat for all RU-N embedded advisors and RU-N/Mazar staff to review the work plan, action plan template, and conduct various capacity-building activities.
- The first round of Sustainable Service Delivery Improvement Projects in Mazar-e-Sharif, Taloqan, Pul-e-Khumri, Faizabad, Sheberghan and Sar-e-Pul will enter the phases of announcing the RFPs, holding bid openings and evaluations, and awarding projects to qualified contractors. During this phase, RU-N advisors will conduct project-based training on project procurement.
- The second round of Sustainable Service Delivery Improvement Projects will enter the initiation phase in all municipalities. RU-N advisors will assist municipal officials to engage citizens in the process of selecting projects and developing Service Delivery Improvement Plans.
- The Municipal Management and Capacity Building Plans will be finalized and agreed upon by the mayors and PAAG members. RU-N advisors will develop curriculum based on the needs of each municipality.
- The RU-N civil society advisors will conduct surveys to establish baselines for citizen satisfaction with the specific services involved in the Sustainable Service Delivery Improvement Projects.

## **APPENDICES**

### **APPENDIX A: SERVICE DELIVERY IMPROVEMENT PLAN SAMPLE**

#### **Appendix (C):**

**MUNICIPALITY OF MAZAR-I-SHARIF**

**SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECT (SSDIP)**

**RECOMMENDED ACTION PLAN**

# **MAZAR-E-SHARIF**

# SOLID WASTE MANAGEMENT

## District 5 Waste Collection Program

### SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECT

#### UNIT: CLEANING AND GREENING, Waste Collection

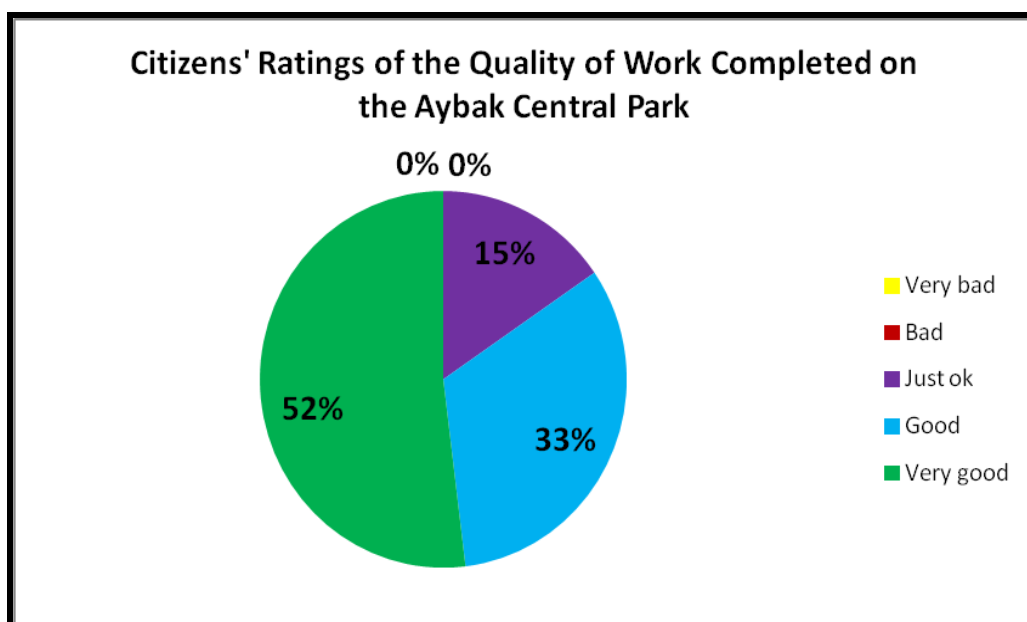
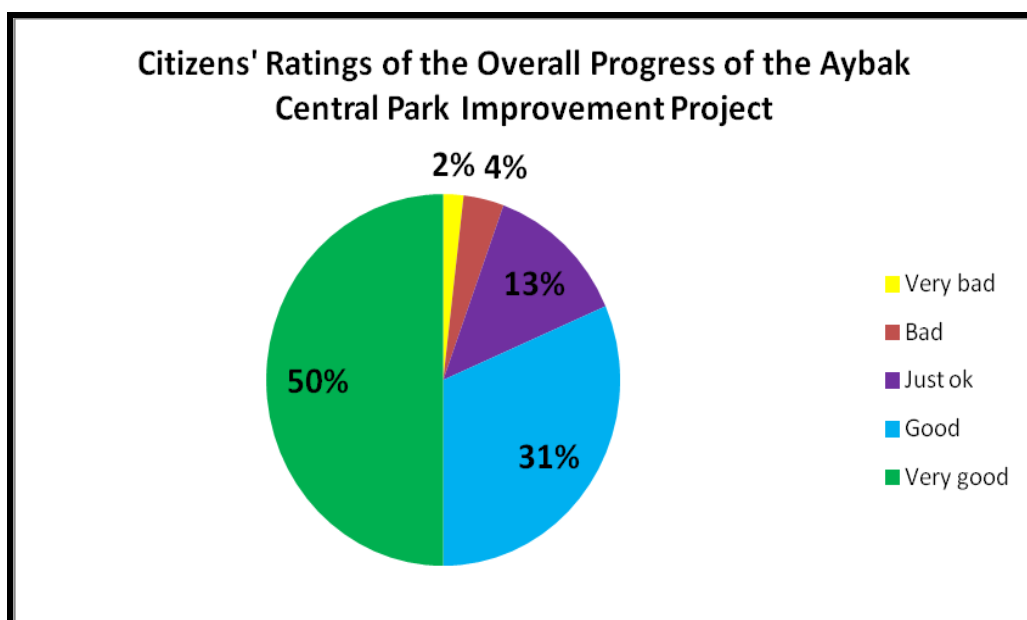
KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD 2011 - December	Indicators
MUNICIPAL solid waste collection in	• External Clients: District 5 residents and	Quantity	• Irregular or random collection occurs, due in part to lack of	• Waste is collected from district 5 a period of 2 times per week	• By providing of trucks, equipments and labors through Trash pickup project, the municipality will be able to collect trashes (Door to Door Method)

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD 2011 - December	Indicators
District 5.	general public • <b>Internal Clients:</b> Mayor, Provincial Committee, Governor's Office, department support staff		availability of trucks, equipment and labor.		from district 5 twice a week.
		<b>Quality</b>	<ul style="list-style-type: none"> <li>The quality is very low because of Irregular or random collection occurs, due in part to lack of availability of trucks, equipment and labor.</li> </ul>	<ul style="list-style-type: none"> <li>The quality will be high because of regular and reliable service of door to door collection 2 times per week.</li> </ul>	<ul style="list-style-type: none"> <li>By providing of trucks, equipments and labors through projects, the municipality will enable to collect trashes (Door to Door Method) from district 5 twice a week</li> <li>The quality will be changed from very low quality to high quality because each stakeholders (citizens, municipality and donors) monitor the project</li> </ul>
		<b>Civil Society Engagement</b>	<ul style="list-style-type: none"> <li>Poor consultation with any citizens or community stakeholders</li> <li>Poor public access of information about services</li> <li>No regular service improvement meetings</li> <li>Very weak civil society engagement</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Citizen Satisfaction Surveys</li> <li>Regular Meeting with <i>Kalenters</i> every week</li> <li>Regular Meeting of <i>Gozars</i> Commissions once a week</li> <li>Regular Meeting of <i>Kalenters</i>, elders of <i>Gozars</i> and Mullah Imams every months (25 % of women representative)</li> <li>Strong civil society engagement</li> </ul>	<p>This process will help the municipality to ...</p> <ul style="list-style-type: none"> <li>Direct and constant communication with the citizens</li> <li>Citizen's involvement in the cleanliness of their neighborhood</li> <li>Enhanced system of feedback and recommendation</li> <li>Enhanced system of monitoring and evaluation</li> <li>Cost reduction</li> <li>Improved culture of urban living</li> </ul>

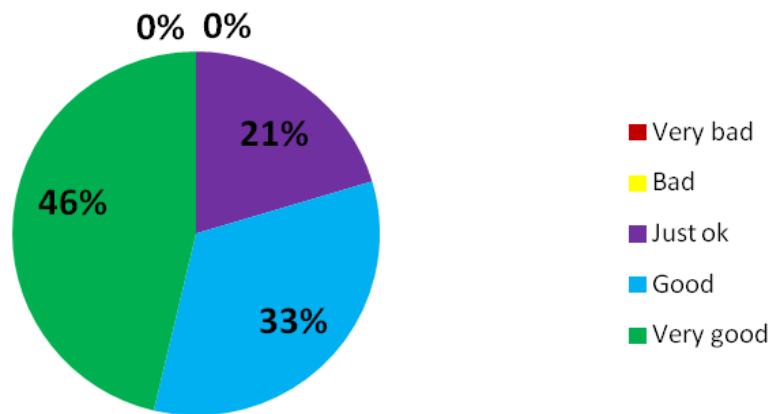
KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD 2011 - December	Indicators
		<b>Women Engagement</b> <ul style="list-style-type: none"> <li>Poor consultation with women</li> <li>Poor women's access of information</li> <li>No service improvement meeting</li> <li>Poor presence of women in Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Conduct women's survey every month</li> <li>Monthly meeting with women</li> <li>Noticeable participation of women in service delivery</li> <li>25% participation of women in Municipalities</li> </ul>	<p>This process will help the municipality to ...</p> <ul style="list-style-type: none"> <li>Direct and constant communication with the women</li> <li>Women's involvement in the cleanliness of their neighborhood</li> <li>Enhanced system of feedback and recommendation</li> <li>Enhanced system of monitoring and evaluation</li> <li>Cost reduction</li> <li>Improved culture of urban living</li> </ul>
		<b>Business Community Engagement</b> <ul style="list-style-type: none"> <li>Poor consultation with the business community District 5</li> <li>Poor Business Community access of information about services</li> <li>No regular services improvement meetings</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business community survey every month</li> <li>Regular Meeting of Business community together with <i>Kalenters</i>, elders and Mullah Imams in joint meeting every months</li> </ul>	<p>This process will help the municipality to ...</p> <ul style="list-style-type: none"> <li>Direct and constant communication with the business community</li> <li>Business Communities' involvement in the cleanliness of their neighborhood</li> <li>Enhanced system of feedback and recommendation</li> <li>Enhanced system of monitoring and evaluation</li> <li>Cost reduction</li> <li>Improved culture of urban living</li> <li>Explore direct or indirect contribution of business communities for Waste Collection Program</li> </ul>
		<b>Information</b> <ul style="list-style-type: none"> <li>No website</li> <li>Poor newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Information about Waste Collection schedule and services posted on Municipal newsletter</li> <li>Public Awareness Campaign in Nahyia</li> </ul>	<ul style="list-style-type: none"> <li>A public awareness campaign will encourage people's participation/contribution to waste collection and management.</li> <li>People's contribution helps the sustainability of the service in the long-run.</li> </ul>

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD 2011 - December	Indicators
		<b>Openness and Transparency</b>	<ul style="list-style-type: none"> <li>No transparent consultation with relevant stakeholders</li> <li>No transparent budget submissions are discussed</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery management process is transparent as consultations are conducted with all relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>By doing this activity, the municipality will practice transparent and accountable municipal governance</li> <li>Tax payer will trust on municipal governance when they know where their taxes will be spent</li> </ul>
		<b>Redress</b>	<ul style="list-style-type: none"> <li>Poor systems of redress</li> <li>No Complaints Department</li> <li>Poor "Suggestion Box" type of intake from internal or external (public)</li> </ul>	<ul style="list-style-type: none"> <li>"Suggestion Box" approach or other system of redress available &amp; active</li> <li>Follow up on complaints received to ensure that matters have been resolved</li> </ul>	<ul style="list-style-type: none"> <li>Through this process, the feedback and recommendation practices will be active and municipality will be aware from what is going on in the field while citizens could share their ideas.</li> </ul>
		<b>Time</b>	-	<b>3 months</b>	
		<b>Budget</b>	-	<b>\$ 50000</b>	
		<b>HR</b>	-	<ul style="list-style-type: none"> <li>Mayor, Municipal officials, District officials and citizens</li> </ul>	

## CITIZEN REPORT CARD RESULTS: AYBAK CENTRAL PARK IMPROVEMENT PROJECT



**Citizens' Confidence Rating in the Aybak  
Municipality's Ability to Provide Future Services**





## APPENDIX C: SDAG MEMBER INTERVIEWS—IN THE WORDS OF CITIZENS

Below are citizens' responses to the questions 1) Why did you join the SDAG? and 2) What are your expectations in terms of the group's impact on services?

### **Sheberghan:**

**Mohammad Alim Rahmanyar (male, 45 years old):**

*I am a graduate of the Fuel Refinery Vocational School of Mazar-e-Sharif. I now live in the Mirwais Meena District of Sheberghan, and I work as a news correspondent for Azadi Radio Northern Afghanistan. I also do volunteer work in the field of social services. My neighbors in Mirwais Meena elected me as their representative for the National Solidarity Program (NSP) as well. I have never been interviewed before regarding the work of the Municipality or service delivery.*

*I joined the Service Delivery Advisory Group to fight against the negative culture and practices that have developed in our town. People don't realize their own responsibilities when it comes to municipal services.*

*I believe the SDAG helps to raise public awareness in relation to municipal services. The SDAG and municipal officials can use the National RTA [Radio Television of Afghanistan] for free to encourage people to help the Municipality. The SDAG can address the mosques on Fridays during prayer when there are thousands of people there. They can send their messages via schools and teachers. We can ask the teachers to give just two minutes of their class time at the beginning to talk to students about how they can help the Municipality to keep the city clean and provide other services. Finally, they can use asnaaf [tradesmen] and business owners to spread the word.*

**Sayid Ahmad (male, 50 years old):**

*I have a BA in Agriculture from Kabul University. I am originally from Parwan Province, but I have lived in Sheberghan for the last 27 years. I currently live in Amir Ali Shir Nawayi neighborhood, and I am the head of the Community Development Council (CDC) there.*

*I am interested in volunteer work. The SDAG does not offer any financial incentive, but it is a good initiative. It can work as a beneficial advisory group and can bridge the gap between officials and people. I give some of my time to this group every month. I feel it is my responsibility to reflect my neighbors concerns and share them with municipal officials. Before joining the SDAG, I had participated in a Municipality meeting just once, where I was representing my community for a road gravelling project in my neighborhood.*

*I think the Municipality has committed to delivering services, and the people want services, but there is very little communication between the people and the officials. The SDAG and similar volunteer groups can increase communication between citizens and municipal officials.*

*Suggestions made by the citizens through the SDAG can provide new ideas to municipal officials and motivate them to do better. The Trash Collection Project encourages citizens' participation, and it promotes the role of citizens in municipal service delivery.*

## **Sar-e-Pul:**

### **Zahira Zohal (Female, 45 years old):**

*I am a new member of the SDAG and the Director of Women for Afghan Women Organization, a national NGO...I heard about the SDAG from Ms. Nasima Arezo, the Director of Women's Affairs. I saw working with this committee [SDAG] as an opportunity to convey citizens' issues to the authorities [municipal officials]. I also think the SDAG can improve communication between people and the Municipality. This is important because a remarkable percentage of people don't know what the roles or responsibilities of municipalities are and what to expect from municipalities. Furthermore, existence of a structure like this will support a collective voice for citizens—if every single citizen came to the Mayor with a problem, his entire day would be spent in meetings and he wouldn't have any time to deliver services. Furthermore, individual requests and petitions can't carry as much weight as collective ones. A group like this [SDAG] should be formed in each province. That way it would become more commonplace and could play a more influential, positive role in municipal decision making.*

*According to my understanding, during the first SDAG meeting, citizens requested that the donor [USAID] renovate Sar-e-Pul Central Park. With the amount of money we had, we could only do this. The benefits of this park to the people of Sar-e-Pul are numerous. Our children will have a playground to enjoy after school and homework are finished. The park will not become a trash collection point, which has happened in the past, when irresponsible people were dumping their trash there. Last but not least, the park will provide the youth of Sar-e-Pul with the opportunity to be involved in healthy recreational activities, such as soccer and volleyball. The renovation of this park will provide recreational, environmental, and cultural benefits, all at the same time.*

### **Nasima Arezo (Female):**

*I am Vice-chair of the Sar-e-Pul SDAG and the Head of the Women's Affairs Directorate. I joined the SDAG, because I am naturally interested in social work, and as an SDAG member, I can work with both the Mayor and the people of Sar-e-Pul in the rehabilitation efforts of our town and for the provision of better quality services. I also want to participate in this group [SDAG] as a woman, because we claim that men and women are equal. If we only shout slogans and don't do any work, then we are wrong on this point. As women, we should be practical and support public works and serve our neighbors.*

*This is my second meeting with the SDAG as the Vice-chair. My learning in the first meeting was how to explore opportunities for continuation [sustainability] once we spend the money available for the renovation of the park. We decided that the citizens should financially contribute when they use the park. We are not sure if they will do that or not; however it was beneficial to explore ways of keeping the park maintained in the interest of sustainability...Choosing one project from among 10 projects was, by itself, a learning process for many people. Most of the projects suggested would only benefit one nahya, but the park project will benefit all citizens here. That was one reason we selected the renovation of the central park.*

*My expectation is that we will increase transparency in terms of municipal activities through this group. This transparency will come with our monitoring and observing the*

*services provided by the Municipality and then providing constructive suggestions and advice on how to improve them.*

**Mawlawi Abdul Ghani (Male, 49 years old):**

*I am Chair of the SDAG and Vice-Chair of the Sar-e-Pul Elected Provincial Council. I joined the SDAG, because I want to bring citizens closer to the government [Municipality]. I believe I do the same thing in the Provincial Council. I see the SDAG as a civil society group, and civil society plays a major role in the development of every country in the world. With the help of this group and the Municipality, we should also wear new clothes like our brothers in other cities. By new clothes, I mean we should also have a better and cleaner city. We should also have access to better municipal services. Sar-e-pul is a small town, but if our Municipality, with the help of USAID and other donors, manages to implement a few projects, we should be able to change the entire view of the town.*

**Taloqan:**

**Haji Anwar (male, 50 years old, graduate of the Vocational Teacher Training Institute of Taloqan)**

*I want to be involved in social services and public works from which all people benefit. I am a shopkeeper and I am very much involved in volunteerism. I am the head of the Taloqan Tradesmen Union as well as the Chairman of the Service Delivery Advisory Group. I was elected for the chairmanship of both of the mentioned bodies by their members...*

*My expectation of both the SDAG and this project [Trash Collection] is to promote public awareness. If we cannot improve citizens' awareness about the work the Municipality is doing, then we cannot expect any tangible achievement from a three-month project [referring to the Trash Collection Project]. The SDAG can be helpful as an advisory body, because it has first-hand information, since the members are among the citizens themselves...*